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Fall 2007

## Northside Empire and Empowerment Business Assessment

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## *Franciscan Collaborative Ministries*

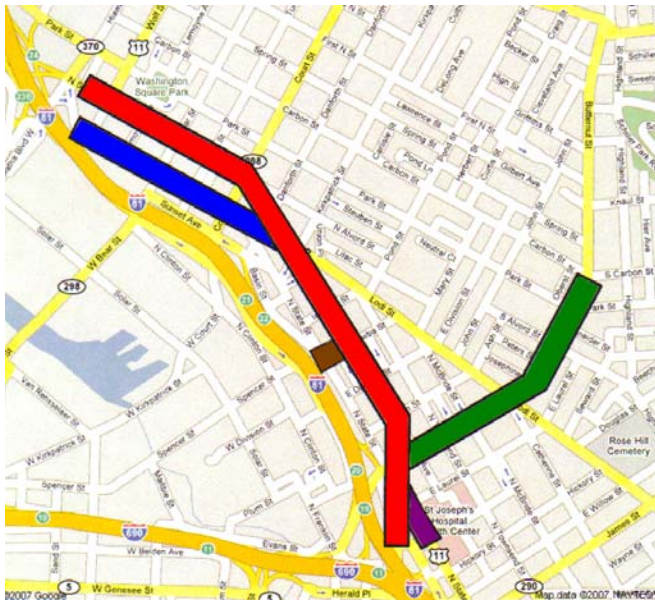
### *Northside Empire and Empowerment Business Assessment*

*Fall 2007*

#### **Community Benchmarks Program**

The Maxwell School of Syracuse University

[www.maxwell.syr.edu/benchmarks](http://www.maxwell.syr.edu/benchmarks)



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# **Executive Summary**

*Northside Empire and Empowerment Business Assessment*

*Fall 2007*

*Community Benchmarking Program*

*The Maxwell School at Syracuse University*

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## ***Introduction***

This report presents data collected from businesses within the Northside Empire and Empowerment economic development zones in Syracuse, New York. This information was gathered for the Northside Collaboratory. The purpose of this study is threefold:

1. Increase awareness of economic incentives available to businesses through the Empire and Empowerment Zone programs.
2. Identify business needs within the Northside community.
3. Develop an up-to-date directory of all Northside businesses.

## ***Methods***

Using the 2005 City of Syracuse Empire Zone Map, an effort was made to collect data from a section of the northern zone including all businesses east of I-81 and north of I-690. The businesses surveyed are within both the Empire and Empowerment Zone jurisdictions. To obtain as much information as possible, several surveying methods were implemented. All data collection and research took place between Sept. 14 and Oct. 26, 2007. Information for this report was gathered in three phases:

1. A foot canvass to make a directory of all the Northside businesses.
2. A pilot survey consisting of six pre-selected businesses.
3. The final survey implementation for the remaining target population.

In addition to the data collected by the survey, researchers conducted individual interviews with business owners and managers in order to gain a more in-depth perspective of the economic and entrepreneurial conditions on the city's Northside.

## ***Findings***

The findings for this report are divided into two categories: General Business Information and Non Empire/Empowerment Program Participants

***The following findings refer to general information for all businesses on the Northside that responded to the survey.***

1. 61% of businesses on the Northside are either retail outlets or auto repair shops. (n=28)
2. 57% of businesses on the Northside have two or fewer employees. (n=26)
3. 56% of businesses on the Northside have two or fewer full-time employees. (n=23)
4. 83% of businesses on the Northside have two or fewer part-time employees. (n=23)
5. 92% of businesses on the Northside have two or fewer employees who live in the Northside neighborhood. (n=23)
6. 62% of businesses on the Northside have been operating fewer than 16 years. (n=26)
7. 74% of Northside business owners do not live on the Northside. (n=27)
8. 74% of Northside business owners own the buildings in which their business is located. (n=27)
9. 51% of Northside business owners are not members of a trade or business association. (n=28)
10. 72% of Northside business owners feel the appropriate amount of dues for a trade or business association is between \$0 and \$50. (n=14)
11. 73% of Northside business owners are either somewhat aware or very aware of the Empire and Empowerment Zone programs. (n=26)
12. 66% of Northside business owners knew that their business was in an Empire/Empowerment Zone. (n=27)
13. 62% of Northside businesses do not receive Empire/Empowerment Zone funding. (n=26)

***The following findings pertain specifically to businesses/business owners that do not receive Empire/Empowerment Zone benefits.***

14. 79% of Northside business owners are interested in learning more about the Empire/Empowerment Zone benefits. (n=24)
15. 71% of Northside business owners are interested in taking advantage of Empire/Empowerment Zone benefits. (n=24)
16. 79% of Northside business owners have never looked into the application process for Empire/Empowerment Zone benefits. (n=23)
17. 70% of Northside business owners have never attempted to apply for Empire/Empowerment Zone benefits. (n=24)
18. 75% of Northside business owners would take advantage of assistance with the application if it is available. (n=24)
19. 70% of Northside business owners are interested in attending free Empire/Empowerment Zone workshops. (n=24)
20. 66% of Northside business owners are interested in attending free business information tax workshops. (n=24)

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## Introduction

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This report presents data collected from businesses within the Northside Empire and Empowerment economic development zones in Syracuse, New York. The purpose of this study is threefold:

1. Increase awareness of economic incentives available to businesses through the Empire and Empowerment Zone programs.
2. Identify business needs within the Northside community.
3. Develop an up-to-date listing of all Northside businesses.

All identifiable businesses were surveyed for this report in order to increase the comprehensiveness of the business directory, to gauge community awareness of the programs, and to provide information on the incentive programs to all surveyed businesses.

The primary concern is that most of the businesses currently operating in the Northside are not taking advantage of their Empire and Empowerment Zone status. A second concern of the Northside Collaboratory is that there is not a healthy balance of businesses that allow for sustainable development. The hypothesis is that the Northside business community has a surplus of businesses that do not encourage growth and a scarcity of those that do.

The study was requested by Dominic Robinson, Director of the Northside Collaboratory (a program of the Franciscan Collaborative Ministries). This report was created by researchers with the Community Benchmarks Program (CBP) of the Maxwell School of Citizenship and Public Affairs at Syracuse University.

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## Methods

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The CBP researchers collected information on the awareness of and experience with Empowerment and Empire zone program benefits from the business owners and managers in the Greater North Salina business district. This area is unique because its location falls within both the Empire and Empowerment Zones making businesses eligible to receive benefits from both programs.

This report presents data collected from the businesses in the Syracuse Empire and Empowerment Zones. Using a 2005 City of Syracuse Empire Zone Map, the northeastern section of Area 2: Northern Zone, was surveyed including all businesses east of I-81 and north of I-690. To obtain as much information as possible, a number of surveying methods were used. All data collection and research occurred between Sept. 14 and Oct. 26, 2007.

For a copy of the Area 2: Northern Zone map, please refer to Appendix V.

### ***Phase I: Directory***

The initial inventory of businesses was compiled between Sept. 14 and Sept. 30, 2007. A directory of all operating businesses in the area was created through a foot canvass of the zone. An “operating business” is defined as an establishment that has a sign or advertisement visible from the street and indications of current business operations taking place inside. CBP researchers recorded the names, addresses, owners/managers’ name, a contact phone number, and a website address or email address (if applicable) from all business for inclusion in the directory.

### ***Instrument Design***

The survey instrument was designed by the CBP and reviewed by the Director of the Northside Collaboratory along with the President of the Greater North Salina Business Association. Upon review, questions regarding membership in trade and business associations were added to the survey. The survey serves four purposes:

1. Identify businesses operating in the area.
2. Determine which businesses are aware of the Empire and Empowerment Zone programs.
3. Assess businesses already receiving Empire and Empowerment benefits.
4. Determine how businesses receive information about economic incentive programs.

An informational flyer was affixed to the front of the survey to give detailed information about the Empire and Empowerment Zone benefits, including a program overview, description of available benefits, and general requirements for participation.

A copy of this flyer is located in Appendix IV.



### ***Phase II: Pilot***

In order to test the effectiveness and clarity of the survey, a pilot survey was distributed on Oct. 8, 2007 to six pre-selected businesses. The participating businesses were chosen by Dominic Robinson. These six businesses were chosen based on their past cooperation with the Northside Collaboratory and assumption that they would be responsive to the survey and provide useful feedback. The various survey methods used to administer the pilot are detailed in the table below.

<b>Administration Type</b>	<b>Number of Businesses</b>
Owner Completed Immediately	3
Survey Left and Picked Up Later	1
Survey Read to Owner	1
No Response	1
<b>Total</b>	<b>6</b>

### ***Phase III: Survey Implementation***

Following the pilot, a few minor changes were made to the survey before it was used on the remaining target population. A memorandum was added in addition to the informational flyer to state the purpose of the survey and who would use the data collected. The CBP researchers determined that the minor amendments to the pilot survey were strictly for the clarification of the intention of the survey and would not significantly alter the responses. Therefore, the pilot survey data was also included with the final survey data.

A copy of the memo is located in Appendix III.

The survey was implemented Monday through Friday between the hours of 9am and 5pm. The CBP researchers went out in teams to hand-deliver the surveys. Each available business employee that the CBP researchers came in contact with was given a brief verbal introduction regarding the purpose of the survey and the background of the Empire and Empowerment Zone programs. It was requested that the business owner or manager fill out the survey and following completion, the survey be left at the business's front desk for collection at a pre-determined date.

### ***Target Population and Sample***

Although every business in the northeastern section was contacted to obtain information for the directory, certain businesses were excluded when the survey was implemented between Oct. 10 and Oct. 26, 2007. According to the Empire program's regulations, any business that "is an adult entertainment facility, bar, liquor store, gaming or gambling facility" is ineligible. The Empowerment program has similar exclusions such as "any liquor store, tanning salon, hot tub facility, racetrack arena, or massage parlor." Due to these guidelines, of the original 165 businesses included in the directory, the target population of businesses eligible for Empire and Empowerment Zone benefits is 156 Greater North Salina businesses. There are 112 business owners who did not complete the survey by the Oct. 26, 2007 deadline. The table below details the number and types of omitted businesses.

<b>Type of Business</b>	<b>Number Excluded</b>
Adult entertainment	5
Bar	3
Liquor Store	1
<b>Total</b>	<b>9</b>

### ***Quality of Data***

Data were entered into a Microsoft Excel spreadsheet by CBP researchers. To minimize data entry mistakes, researchers worked in pairs. In the two-person teams, one researcher read the responses while the other entered the data. All data were checked and are believed to be accurate.

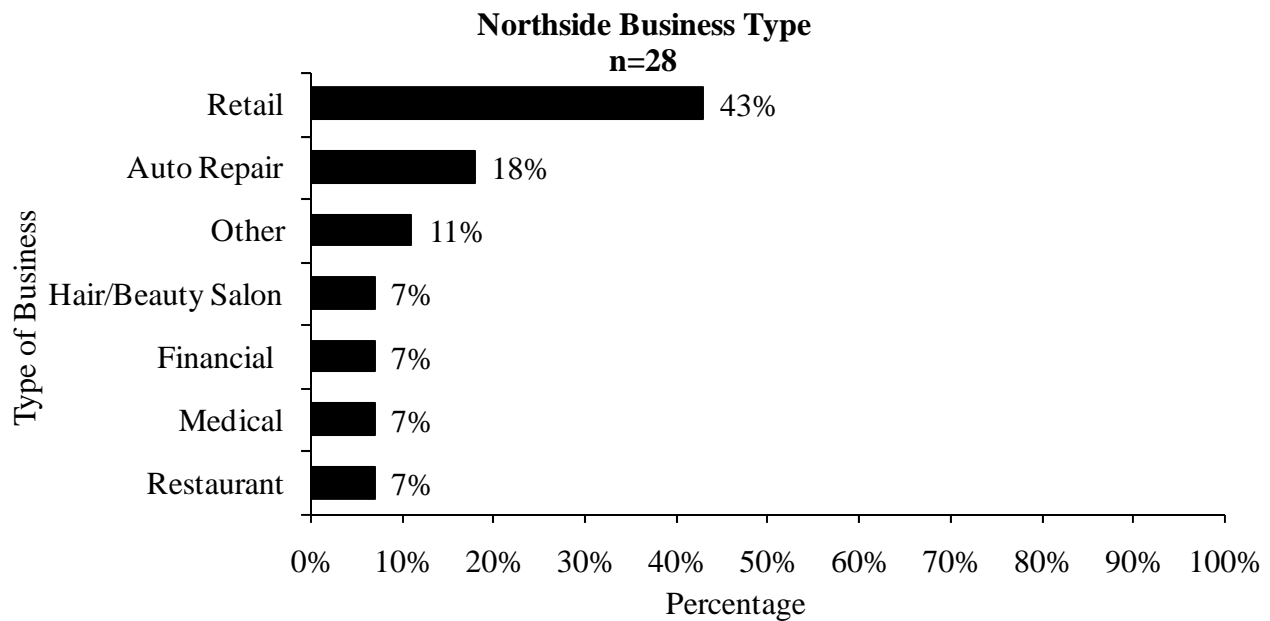
Reliability is also a factor in the results of the survey. Although respondents did not provide information anonymously, it is believed that business owners and managers answered honestly because there were no questions of a particularly personal or consequential nature. However, due to confusion when filling out separate parts of the survey (for example a business owner stating they are not involved in the Empire or Empowerment programs and then answering questions for current benefit recipients), some of the data had to be discarded. It is believed that these errors are slight and do not take away from the overall usefulness of the data and survey conclusions.

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## Northside Business Findings

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1. 61% of businesses on the Northside are either retail outlets or auto repair shops.

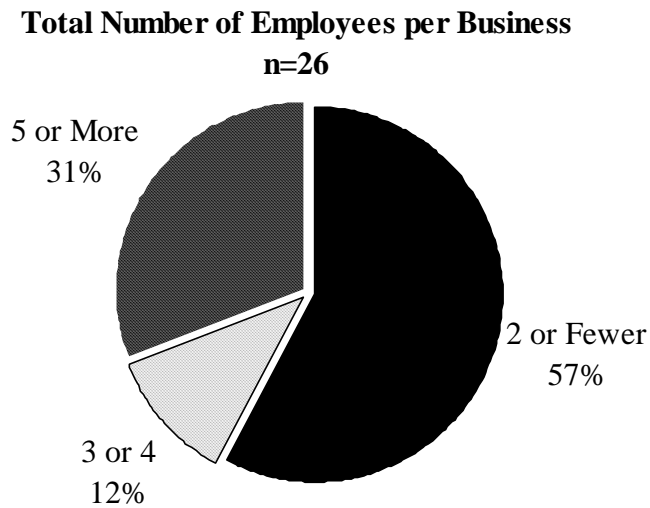


*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

**Comment:** Business types within the “other” category include:

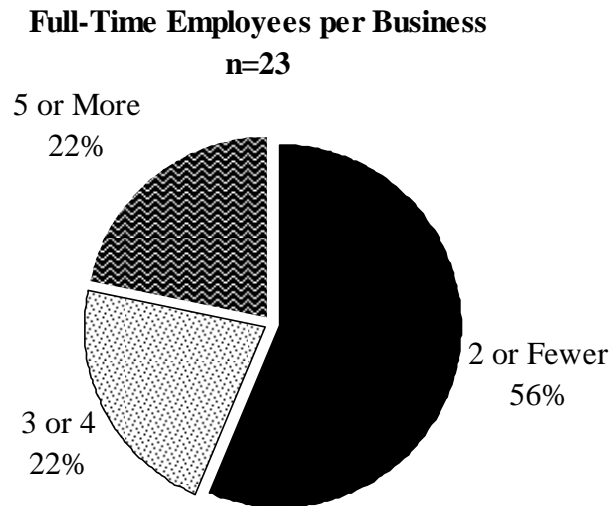
Business Type	Frequency
Clothing Alternations	1
Architecture Firm	1
Fitness Center	1
<b>Total</b>	<b>3</b>

2. 57% of businesses on the Northside have two or fewer employees.



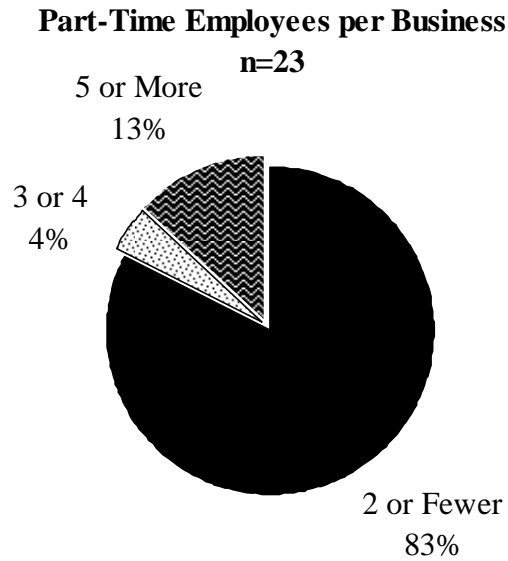
*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

3. 56% of businesses on the Northside have two or fewer full-time employees.



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

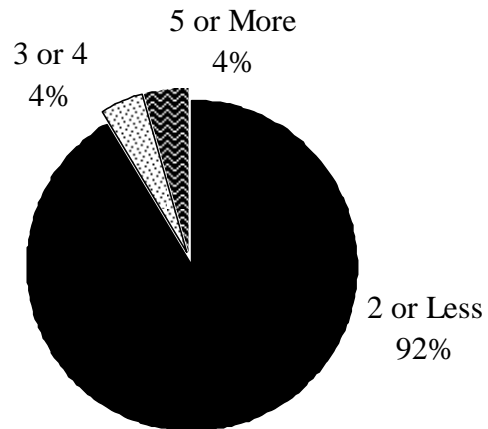
4. 83% of businesses on the Northside have two or fewer part-time employees.



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

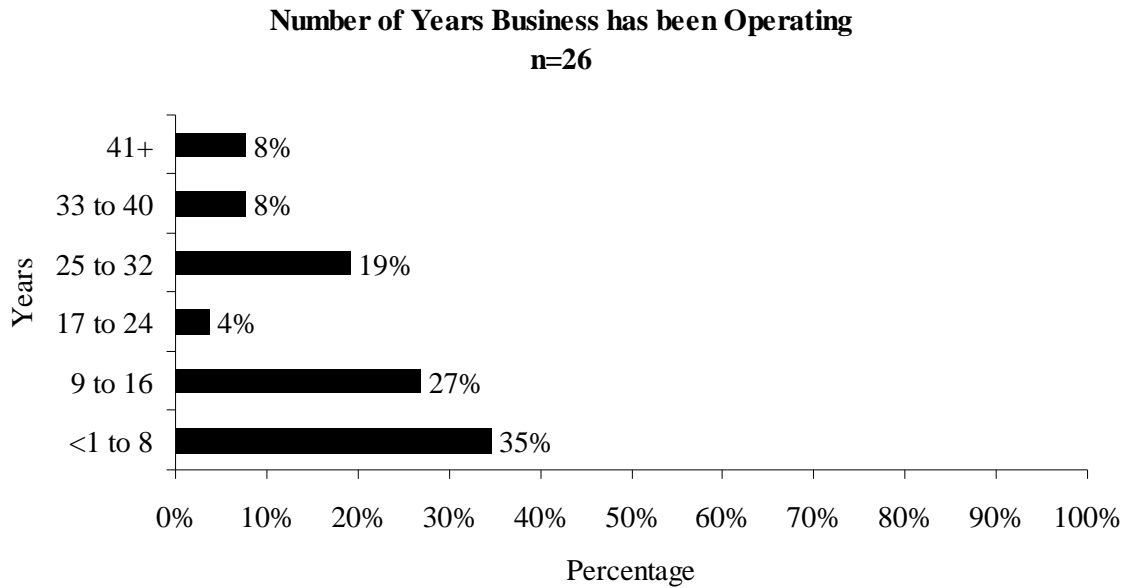
5. 92% of businesses on the Northside have two or fewer employees who live in the Northside neighborhood.

**Number of Employees Who Live in the Northside**  
**n=23**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

6. 62% of businesses on the Northside have been operating fewer than 16 years.



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

**Comment:** The frequency of businesses classified within the “<1-8” range include:

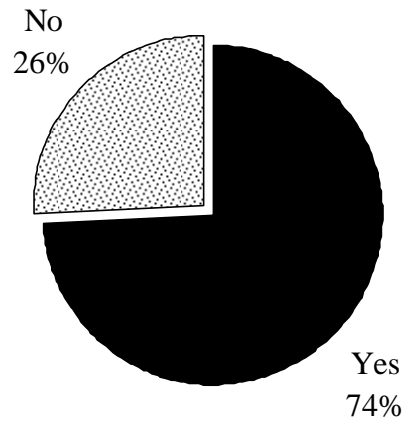
Years	Frequency of Businesses
<1 to 2	4
3 to 4	1
5 to 6	1
7 to 8	3
Total	9



7. 74% of Northside business owners do not live within the Northside.

**Ower Lives on the Northside**

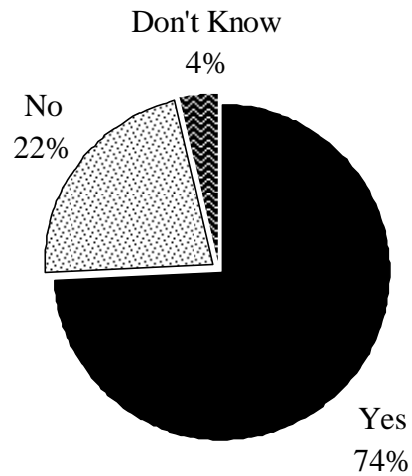
**n=27**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

8. 74% of Northside business owners own the buildings in which their business is located.

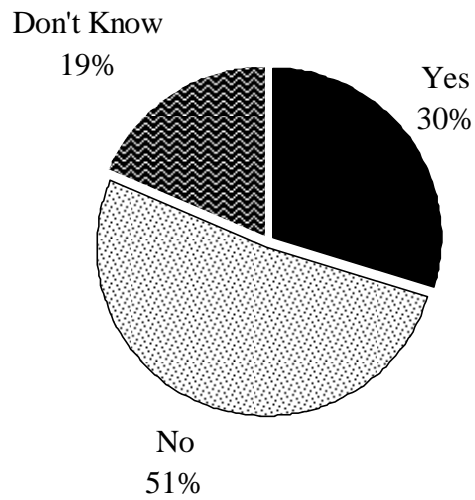
**Business Owners Who Own the Building**  
**n=27**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

9. 51% of Northside business owners are not members of a trade or business association.

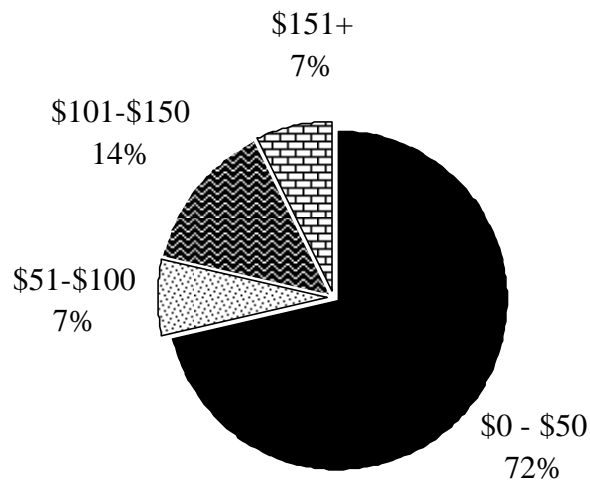
**Member of a Trade/Business Association**  
**n=28**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

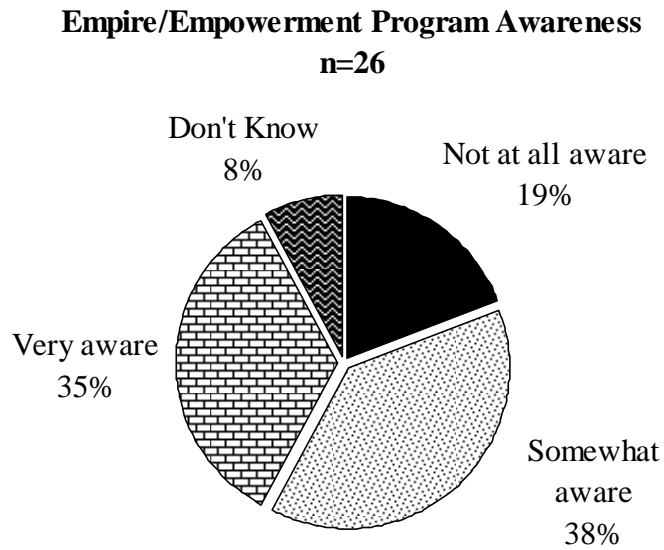
10. 72% of Northside business owners feel the appropriate amount of dues for a trade or business association is between \$0 and \$50.

**Amount Owner Would Feel Appropriate for Dues**  
**n=14**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

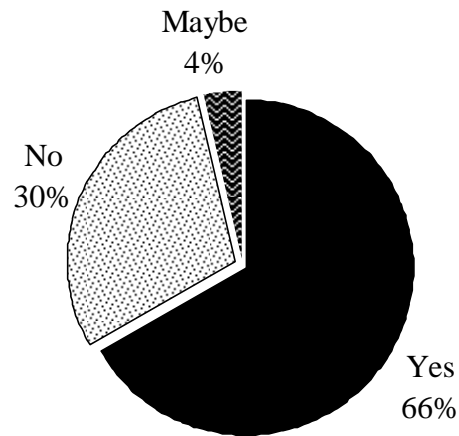
11. 73% of Northside business owners are either somewhat aware or very aware of the Empire and Empowerment Zone programs.



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

12. 66% of Northside business owners know that their business is in an Empire/Empowerment Zone.

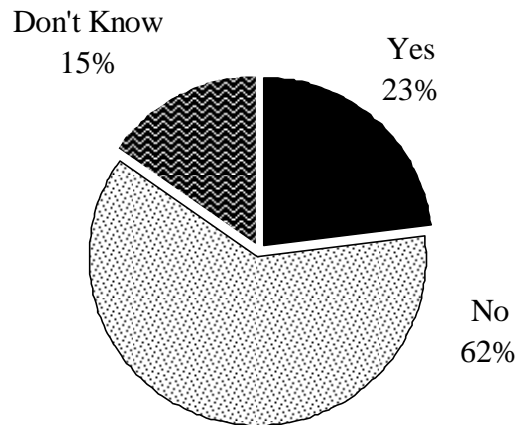
**Owner's Knowledge of Business's Location within the Zone**  
**n=27**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

13. 62% of Northside businesses do not receive Empire/Empowerment Zone funding.

**Empire/Empowerment Business Enrollment**  
**n=26**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

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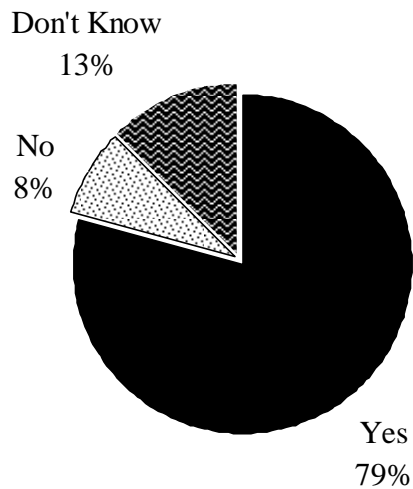
## Businesses Not Receiving Zone Benefits

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14. 79% of Northside business owners are interested in learning more about the Empire/Empowerment Zone benefits.

**Interest in Additional Information**

**n=24**

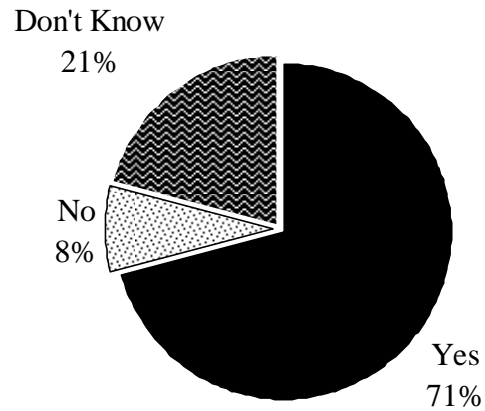


*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*



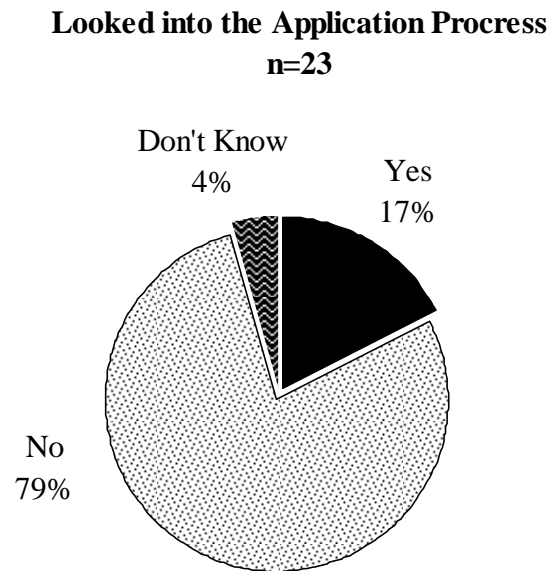
15. 71% of Northside business owners are interested in taking advantage of Empire/Empowerment Zone benefits.

**Would Owners Take Advantage of Program Benefits**  
**n=24**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

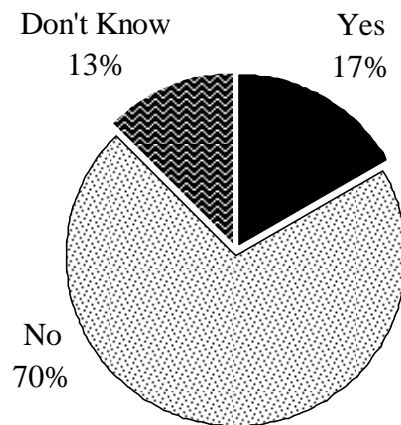
16. 79% of Northside business owners have never looked into the application process for Empire/Empowerment Zone benefits.



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

17. 70% of Northside business owners have never attempted to apply for Empire/Empowerment Zone benefits.

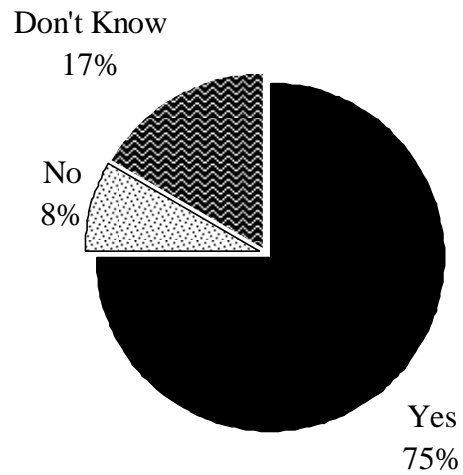
**Attempted the Application Process**  
**n=24**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

18. 75% of Northside business owners would take advantage of assistance with the application if it were available.

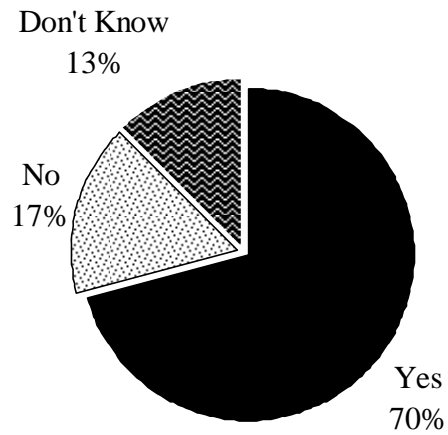
**Take Advantage of Application Assistance if Available**  
**n=24**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

19. 70% of Northside business owner would attend free Empire/Empowerment Zone workshops.

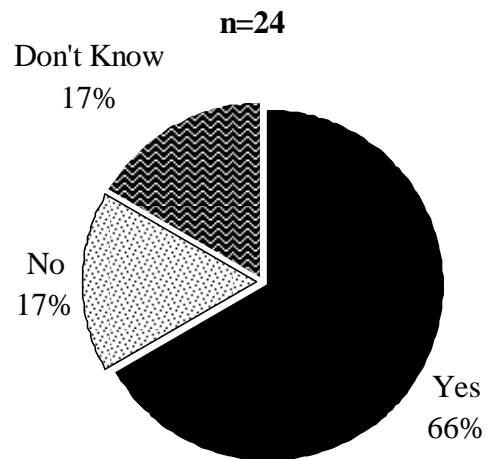
**Interest in Attending Free Empire/Empowerment Workshops**  
**n=24**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

20. 66% of Northside business owners would attend free business information tax workshops.

**Interest in Attending Free Tax Workshops**



*Source: Data collected in fall 2007 using a survey designed by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

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## Current Empire/Empowerment Recipient Comments

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This portion of the survey only received three responses. These three businesses are: Joseph R. Bonacci DDS P.C., a dental practice; Holmes King Kallquist & Associates, a small architecture firm; and Stella's Diner.

Two of these three businesses heard about the program from acquaintances who were accountants. The last business heard about the program from the Empire Program Office operated by the City of Syracuse.

Two businesses say that the application process is difficult, and one says that it was easy. Despite this, all three businesses only needed to complete the application once. Two businesses completed the application process by themselves, the other sought assistance from an accountant. The business owner who said that the application process was easy applied for the benefits without professional help. Two of the businesses began receiving benefits within six months of applying. The other received benefits in under a year.

All three business owners cited the tax breaks as the greatest benefit to the program, and would recommend the program to other business owners in the area. When asked why they would recommend the program the response was:

*Doing business in NY State is extremely expensive. Anything helps.*

The third business did not respond to the question.

When describing the application process, the owner of Stella's Diner expressed her frustration:

*It is misleading. Stella's Diner moved from 1 block outside the zone into the zone. We hired 50 people and spent \$1 million on the property and got certified, but we can NEVER qualify for the zone benefits because we were originally outside the zone. It is our second company- Stella's Management- that owns the property and gets some benefits because it is a new company.*

*Source: Interviews conducted in fall 2007 by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

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## Northside Business Directory

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The first phase of this project was to compile a comprehensive directory of the active businesses in the Greater North Salina business district. This gave the CBP researchers a list to refer to while conducting surveys and will be a valuable resource to the community for future projects, including:

1. Improving the community's ability to network internally.
2. Allowing community planners to evaluate the business needs within the area.
3. Providing potential investors with a comprehensive listing of current types of businesses operating within the community.
4. Serving as a reference tool for potential clients unfamiliar with the area.

The list was compiled through a foot canvassing of every operating business on the Northside. An "operating business" was defined as an establishment that had a sign or advertisement visible from the street and indications of current business operations taking place within the establishment. CBP researchers recorded the names, addresses, owners/managers name, a contact phone number, and a website or business email address (if applicable) from all business included in the directory.

There are 165 businesses listed in the directory. Businesses are primarily located on:

1. Butternut Street
2. Catawba Street
3. Lemoyne Avenue
4. Lodi Street
5. North Salina Street
6. North State Street
7. Union Place
8. Wolf Street

The directory can be found in Appendix IX.



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## **Empire and Empowerment Research**

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Empire status is designated by the State of New York while Empowerment status is designated by the federal government. Each is designed to promote economic development and to provide tax relief to both current and prospective businesses. Most businesses within the Northside of the City of Syracuse reside within the overlap of the Empire and Empowerment Zones; and are eligible to apply for benefits from both programs.

### **Empire Zone Program**

The main goal of the Empire Zone Program is to stimulate employment opportunities and investment in businesses. According to the official website of the City of Syracuse, the Empire Zone “program can virtually reduce or eliminate business taxes, credit a business for real estate taxes paid, provide a sales tax exemption for all goods and services used by the certified business, provide a wage tax credit for new employees and give production companies and/or manufacturers up to a 10% investment tax credit to those businesses that acquire, construct, re-construct or erect property within an Empire Zone. New businesses coming to NYS may pay no taxes for as long as ten years. Existing businesses, projecting job growth, can qualify for these benefits as well.”

Empire Zone tax credits and business incentives have been available to Syracuse businesses since 1987, and around 400 businesses have earned Empire Zone certification since its inception. The program is in place primarily to promote job growth and business development in the designated Empire Zone areas.

A number of requirements and stipulations accompany the Empire Zone program. First, a business in the zone must pass an employment test administered by the state. According to the Syracuse Economic Development Office website, “an applicant business, which must be located in the Empire Zone, must be looking to increase the number of employees during a taxable year equal to or exceeding the average employment numbers from its base period of 5 years previous to its desire to enter the zone. For an established business, this includes all employment history within New York State (within and without the Empire Zone). For a new business, a 5-year base period is unnecessary since it does not exist. A new business starting up in the Empire Zone will be eligible for tax credits if it hires a minimum of one employee.”

Another stipulation is that the tax credits must go directly to the taxpayer of the business. If, for instance, the business is owned by shareholders or partners in a partnership, tax credits are split up and distributed according to the percentage owned by a given shareholder or partner. To apply for the program, businesses must fill out an application available through the Office of Economic Development. After review, the application is either denied or approved by the Local Zone Certifying Officer and sent for final review to officials at the New York State level.

The following is a list of available tax credits and benefits available through the program, along with a brief description of each:

<b>Credit Name</b>	<b>Description</b>
Tax Reduction Credit	This income tax credit is available for a maximum of 15 years and in its last 5 years reduces itself by 20%. Income taxes can be reduced or eliminated based on both employment increases during a given test period and zone allocation (proportion of assets and jobs located within the zone in relation to the state as a whole).
Real Property Tax Credit	Reduced or eliminated real property taxes; property must be located within the zone. As with the tax reduction credit, this is available for a maximum of 15 years and in its last 5 years reduces itself by 20%. This tax credit is also contingent on the employment increase factor.
Sales Tax Exemption	If employment test is passed, businesses can be exempt from paying the 4% New York State sales tax for 10 years; purchases must be made and utilized within the zone.
Wage Tax Credits	Amounts to \$1,500 per eligible employee and \$3,000 per targeted low/moderate income employee for a five year period. New businesses may be eligible to receive a refund of 50% of any unused Wage Tax Credit on an annual basis.
Investment Tax Credit	Amounts to a 10% Corporate Tax Credit (8% personal income tax credit) based on any investment made within the zone. An additional Employment Incentive Credit of 3% is available for three years after the accredited year. Business must be a production property, industrial waste treatment plant, air pollution control facility, or research and development company.
Sales Tax Refund	The 4% New York State Sales Tax can be refunded on any building material (construction and/or renovation) purchases made by industrial and commercial businesses within the zone. Material purchases cannot be used exclusively for retail sales.
Utility Rate Reduction	Provided by Niagara Mohawk and local telephone providers; reduction handled through these private companies directly.
485-e Property Tax Abatement	Increases in real property taxes can be abated for up to 10 years following construction or improvement to property within the zone; 100% abatement in the first 7 years after construction or improvement followed by 25% reductions in the final 3 years.

<b>Credit Name</b>	<b>Description</b>
State-wide Zone Capital Credit Corporation (SWZCC)	Certified businesses can receive low interest loan funds for improvements, equipment and real estate purchases.

Source: "City of Syracuse Empire Zone Tax Credits and Business Incentives." City of Syracuse.

## **Empowerment Zone Program**

Developed by the Department of Housing and Urban Development (HUD), this approximately 17 billion dollar tax incentive program, according to the City of Syracuse official website, allows certified businesses to "receive regulatory relief and tax breaks to promote job growth and generate community revitalization." The provision of more employment opportunities to zone residents enables economic growth and neighborhood development.

As with the Empire Zone program, the Empowerment Zone program carries a number of requirements and stipulations along with it. All requirements and stipulations are available through the U.S. Department of Housing and Urban Development.

A summary of Empowerment Zone incentives and primary components are listed in the following chart taken directly from the Syracuse Economic Development Office website:

<b>Credit Name</b>	<b>Description</b>
Empowerment Zone Employment Credit (EZ Wage Credit)	Credit against Federal Taxes up to \$3,000 for businesses for each year of EZ designation for every existing employee and new hire who lives and works in the EZ.
Work Opportunity Tax Credit (WOTC)	Credit up to \$2,400 against Federal taxes for businesses for each new hire from groups that have high unemployment rates or other special employment needs, including youth ages 18-24 who live in an EZ, and summer hires ages 16-17 who live in an EZ.
Welfare to Work (WtW) Credit	Two-Year credit against Federal taxes for businesses that hire long-term family assistance recipients. Credits up to \$3,500 for the first year, and \$5,000 for the second year for each new hire.
Indian Employment Tax Credit	Credit against Federal taxes calculated on wages (including employee health insurance costs) up to \$20,000 for each qualified employee who is an enrolled member of an Indian tribe (or spouse) who lives on or near an Indian Reservation. Available for existing employees and new hires.

<b>Credit Name</b>	<b>Description</b>
Increased Section 179 Deduction	Allows businesses to claim increased Section 179 deduction (up to \$20,000 an additional expensing increasing to \$35,000 for property acquired after December 31, 2001) if the businesses qualifies as an Enterprise Zone Business. Can be claimed on certain depreciable property such as equipment and machinery.
Environmental Cleanup Cost Deduction (Brownfields)	Businesses can elect to deduct qualified cleanup costs of hazardous substances in certain areas (brownfields) in the tax year the business pays or incurs the costs.
Depreciation of Property Used on Indian Reservations	Special accelerated depreciation rules apply to qualified property placed in service on an Indian reservation after 1993 and before 2004. Certain public infrastructure used or located off the Indian reservation also qualifies.
Nonrecognition of Gain on Sale of Empowerment Zone Assets (EZA)	Capital gain on EZAs (stock partnership interests, and business property) of an Enterprise Zone Business held from more than 1 year is not recognized (and is rolled over) if replacement EZA is acquired within 60 days.
Partial Exclusion of Gain on Sale of Empowerment Zone Stock	Exclusion of 60 percent of the gain on sale of small business stock of a C Corporation that is an Enterprise Zone Business located in an EZ if the stock is held for at least 5 years.
New Markets Tax Credit	Equity investors in qualified Community Development Entities (CDEs) can obtain a tax credit against Federal taxes of 5 to 6 percent of the amount invested for each of the years the investment is held, for up to 7 years of the credit period.
Low-Income Housing Tax Credit (LIHTC)	Ten-year credit against Federal taxes for owners of newly constructed or renovated rental housing who set aside a specified percentage of units for low income persons for a minimum of 15 years. The credit varies for new construction and renovation.

Source: "What is the Empowerment Zone?" 2003. Syracuse Economic Development Office.

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## Business Community Evaluation

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There has been extensive research among urban development specialists regarding which attributes contribute to sustainable development within a business community. The findings from the survey have been helpful in guiding the CBP researchers' focus as they look into academic publications about sustainable development. The Franciscan Collaborative Ministries has sought to tackle this issue through the creation of the Northside Collaboratory. As a part of their work to improve the Northside community, the Collaboratory has undertaken the mission of Asset Based Community Development (ABCD). According to ABCD theory "the best way to enhance the quality of life in a community is to engage and link its preexisting assets and resources."

One important aspect of a business community is the size of the establishments. A small business community will have different needs from one primarily consisting of big franchises. According to zip code business patterns from the U.S. Census Bureau for the year 2005, as seen in the chart on the next page, there are 414 business establishments in the 13208 zip code area. Among these 414 businesses, 70.3% of them have only 1-9 employees. This indicates that most of the operating businesses on the Northside are fairly small shops, a trend that is also true in the Empire and Empowerment Zone-designated area. This information is vital for policymakers because it clearly shows that small businesses constitute a strong majority of the business community. With this in mind, projects aimed at development should address small businesses as key components of growth. If policy is enacted that focuses on attracting big businesses into the area, care should be taken that it does not neglect the current establishments that provide the foundation for the area.

When analyzing a business community, it is also important to understand not only what types of businesses exist, but also to determine which services are missing. A neighborhood with a surplus of bars and corner stores will not be able to support growth nor ensure that basic community needs are met as effectively as one that has a healthy balance of businesses. Using the United States Census information on business patterns, the CBP researchers were able to determine the amount of business types in the community. In the 13208 zip code area, 15.9% of the businesses are characterized as retail trade, which includes clothing and food sales, automotive sales, and various markets. According to this source, the zip code area has 11 grocery stores and five convenience stores. While this seems promising, it is not representative of the Empire and Empowerment Zones on the Northside which is fairly limited in the variety of business offerings. There is a strong need for a more diverse assortment of businesses on the Northside to foster a more stable economy.

*Source: "Overview of Lead organization's Role in Catalyzing and Facilitating Collaboration." Franciscan Collaborative Ministries*

The following is a table demonstrating the variety of businesses in the 13208 zip code area:

Industry Code Description	Total Establishments	Number of Establishments by Employment Size			
		1-4	5-9	10-19	20+
Total	414	204	87	58	65
Construction	54	21	17	9	7
Manufacturing	40	19	9	1	11
Wholesale trade	43	16	11	9	7
Retail trade	66	35	11	10	10
Transportation & warehousing	10	6	2	1	1
Information	5	4	0	1	0
Finance & insurance	10	7	3	0	0
Real estate & rental & leasing	11	9	1	1	0
Professional, scientific & technical services	13	6	6	0	1
Management of companies & enterprises	2	1	0	0	1
Admin, support, waste mgt, remediation ser	18	8	2	3	5
Educational services	1	0	0	0	1
Health care and social assistance	22	7	5	5	5
Arts, entertainment & recreation	6	0	2	1	3
Accommodation & food services	56	29	10	9	8
Other services	56	35	8	8	5
Unclassified establishments	1	1	0	0	0

Source: U.S. Census Bureau Zip Code Business Findings.

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## Business Owners' Feedback

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In order to supplement the information gathered by the survey, CBP researchers conducted interviews with various business owners and managers in the area. Some of the interviewees had filled out the survey, but this was not a pre-requisite for being interviewed. The purpose of these interviews was to obtain a more in-depth analysis on how individual business owners perceive the Empire and Empowerment Zone programs and personal thoughts on the economic state of the Northside. For more qualitative information business owners and managers were asked the following questions:

1. How do you view the economic strength of the Northside?
2. What do you believe is missing from the community?
3. What government policies do you think should be initiated to create more entrepreneurial success?

Some of their thoughts are listed in the quotes below.

### ***Rich Weiss, President of the Greater North Salina Business Association***

*One of the biggest obstacles to the Empowerment and Empire Zone Programs is that many business owners are discouraged because applying for the program is not easy. There are not very many certifications available each year which makes the process a little more difficult. The Empire and Empowerment Zone program coordinators are an important part of the application process because they act as liaisons between the city and business owners. With their help, business owners are able to move forward more quickly without being tied up by the red tape and stumbling blocks that sometimes come hand in hand with expansion.*

*In my opinion Northside business owners need more specific information about what can be done for individual businesses and how they can work with the city to allow for more flexibility with regulations.*

### ***Dick's Collision Auto Repairs Shop***

*One of the best things the government can do to help businesses along North Salina Street is create more movement between the corners of the Northside. I don't know if it is possible to bring some sort of trolley system into the area so that customers are easily shuttled from one side of the street to the other, but it would be a nice start.*

*There should definitely be more parking around here; we need at least triple the parking that is currently available. The city is trying this whole renovation thing with Little Italy, but one of the first things the project entails is ripping up curbside parking to add more sidewalks and parking meters. When you think about it, some of the recent policies have done more harm than good. I mean here we are a bunch of small business owners trying to compete with the mall which is right down the street. If you're a customer are you really going to come to North Salina Street where you have to pay to park and it's not as easy to get around or are you going to go to the*

*mall where you can park for free and get everything in one stop? It really doesn't make any sense.*

***Mike Mott, Owner and Manager of C&M Shop***

*The loss of industrial jobs has really hit the city of Syracuse hard and in my opinion they should have allowed Destiny to come in and build an economic base instead of making the issue a tool for politicians.*

*I have strong feelings on passing legislation to make the area look better. If the city required business owners to fix things up, people might take more pride in the area. This means renovating store fronts that are in disrepair and tearing down establishments that have not been occupied for a while. It is up to the government to make landowners take better care of the properties and therefore encourage investment.*

***Denise Octaviani, Owner and Manager of Denise Octaviani Dentistry***

*One of the biggest setbacks for business owners in this area is the negative clientele and attention that it attracts. There is no curfew in effect, but there are a number of strip clubs and bars, which increases crime and prostitution in the neighborhood. When planning economic development of the Northside, the government must be careful to attract the right types of people, not just people from all over. I think the Northside could really benefit from drawing more people to the area through private practices like law and medicine. People will come to the area for appointments and stay to take advantage of all the services that the businesses here have to offer.*

*My own experience with the Empire and Empowerment Zone Programs has not been that great. When we bought the business we applied for grants, but we have yet to receive any benefits. The majority of our employees do not live here which makes me wonder if they will even find us eligible for compensation.*

***Fish- n-Stuff Pet Shop***

*I've been on the Northside for years now, as both a business owner and a resident, and I've seen the level of crime in the community increase drastically. It's gotten to a point where I don't always feel safe being outside after dark, and I definitely don't keep the store open after the sun goes down, because I don't want to be the only one in the shop. We used to have a nice big display window in the front of the building which we would re-decorate every week, but it's been broken so many times that the insurance company has stopped paying for it. Now we just have a plank of wood over the window, which takes away from the overall look of the neighborhood. I take pride in my business and the services we offer to the community, but I don't know how they expect new businesses to be attracted to the area if all of the buildings are forced to look like they're unoccupied and run down.*



***David Jenks, Owner of Syracuse Antiques Exchange***

*If the government wants to help business owners on the Northside policymakers need to keep the sizes of the businesses in mind. Most of the businesses up here have two to three workers; we aren't large enough to qualify to receive tax credits for employees. What about doing something that would really help like reducing utility bills? As an antiques shop, I rely heavily on lighting to display my products. That coupled with the amount of heat it takes to keep the shop at a comfortable temperature during the winter months equals unbelievably high electricity bills. For us it's gotten to the point where I don't even turn on all the lights until the first customer comes into the store. These are the types of concerns that typically go unnoticed or unheard when the government creates policies with the intent of helping Northside business owners.*

*Source: Interviews conducted in fall 2007 by the Community Benchmarks Program researchers for the Northside Empire/Empowerment Business Assessment.*

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## **Benchmarks**

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After reviewing the data collected from the Northside businesses, the CBP researchers have created a series of benchmarks that they believe will be an effective and feasible means for the Northside Collaboratory to meet its goal of transforming the Northside business community into an economically developed entity.

1. The Northside Collaboratory will have hosted a tax benefit workshop for Northside business owners to educate them about Empire and Empowerment Zone benefits by May of 2008.
2. 40% of all Northside businesses will have attended one or more of the tax benefit workshops by May of 2009.
3. 30% of all Northside businesses will have applied for Empire or Empowerment Zone certification by November of 2009.

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## References

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*"City of Syracuse Empire Zone Tax Credits and Business Incentives."* City of Syracuse.

4 Nov 2007, <<http://www.syracuse.ny.us/empireZone.asp>>.

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Franciscan Collaborative Ministries. 15 Nov 2007.

*"Syracuse Business Records."* Greater Syracuse Economic Growth Resource Center. 5 Nov

2007, <[http://www.syracusecentral.com/business\\_resources/empowerment\\_zones.htm](http://www.syracusecentral.com/business_resources/empowerment_zones.htm)>

U.S. Census Bureau, "ZIP Code Business Patterns (NAICS), 2005 Industry Code Summary Zip

Code 13208, SYRACUSE, NY," 8 Nov 2007, <[http://censtats.census.gov/cgi-](http://censtats.census.gov/cgi-bin/zbpnaic/zbpsect.pl)

[bin/zbpnaic/zbpsect.pl](http://censtats.census.gov/cgi-bin/zbpnaic/zbpsect.pl)>.

"What is the Empowerment Zone?" 2003. Syracuse Economic Development Office. 4 Nov 2007,

<<http://www.ezsyracuse.com/EconDevEmpowermentZone.asp>>.

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## Appendix I: Pilot Business Survey

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### Empowerment/Empire Zone Business Survey Business Information

Please fill in the following chart with the corresponding information about your business:

1. Business Name: \_\_\_\_\_
2. Address: \_\_\_\_\_
3. Owner: \_\_\_\_\_
4. Manager: \_\_\_\_\_
5. Telephone: \_\_\_\_\_
6. Fax: \_\_\_\_\_
7. Website: \_\_\_\_\_
8. Business Email: \_\_\_\_\_
9. What type of business do you own? \_\_\_\_\_
10. How many employees does your business currently have?  
\_\_\_\_\_
- 10b. How many are employed full-time? \_\_\_\_\_
- 10c. How many are employed part-time? \_\_\_\_\_
- 10d. How many employees reside on the North Side? \_\_\_\_\_
11. How many years have you been operating on the North Side?
12. Does the owner of the business reside in the North Side of Syracuse?  
Yes                      No                      Don't Know
13. Does the owner of the business also own the building?  
Yes                      No                      Don't Know
- 13b. If not, who does?
14. Are you a member of a trade or business association?  
Yes                      No                      Maybe                      Don't Know
- 14b. If yes, what is its name?

14c. If you could join a North Side business association, how much would you be willing to pay for annual dues? \$\_\_\_\_\_

15. Prior to today, were you aware of Syracuse's Empowerment/Empire Program?

Yes                      No                      Maybe

15b. If yes, how did you obtain this information?

16. Did you know that your business is located in an Empowerment/Empire Zone?

Yes                      No                      Maybe

17. Is your business currently enrolled in the Empowerment/Empire Program?

Yes                      No                      Don't Know

**If yes, please skip to question # 25 in the Current Members Section.**

**If no continue on to question # 18.**

---

18. Would you be interested in learning more about the Empowerment/Empire Zone Program?

Yes                      No                      Don't Know

19. Would you be interested in taking advantage of Empowerment/Empire Zone benefits?

Yes                      No                      Maybe                      Don't Know

20. Have you looked into the application process for the Empowerment/Empire Program?

Yes                      No                      Don't Know

21. Have you ever attempted to enroll your business in the Empowerment/Empire Program?

Yes                      No                      Don't Know

22. If assistance for completing the application process was available, would you take advantage of this resource?

Yes                      No                      Don't Know

23. Would you be interested in attending free workshops and seminars to learn how to benefit from the Empowerment/Empire Zone Program?

Yes                      No                      Don't Know

24. Would you be interested in attending free business information tax workshops?

Yes                      No                      Don't Know

-----**END**-----

## **Current Members**

25. How did you first hear about the program?

City of Syracuse   State Government   Internet   Business Associations   Other  
Businesses   Other\_\_\_\_\_

26. How difficult did you find the application process to be?

Very Easy                      Easy                      Unsure                      Difficult                      Very Difficult

27. How many times did you have to go through the application process before your business was Empowerment/Empire certified?

1                      2                      3                      4                      5+

28. Did you fill out the application on your own?

Yes                      No                      Don't Know

28b. If not, who helped you? \_\_\_\_\_

29. How long did the application process take (from when you started applying for the program until your business received its first benefit)?

\_\_\_\_\_

30. What do you think has been the greatest benefit of being a participant in the Empowerment/Empire Business Program?

\_\_\_\_\_

31. Would you recommend the Empowerment/Empire program to others?

Yes                      No                      Don't Know

31b. Why or why not?

\_\_\_\_\_

\_\_\_\_\_

**-END SURVEY-**

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## Appendix II: Final Business Survey

---

### Empowerment/Empire Zone Business Survey Business Information

Please fill in the following chart with the corresponding information about your business:

1. Business Name: \_\_\_\_\_
2. Address: \_\_\_\_\_
3. Owner: \_\_\_\_\_
4. Manager: \_\_\_\_\_
5. Telephone: \_\_\_\_\_
6. Fax: \_\_\_\_\_
7. Website: \_\_\_\_\_
8. Business Email: \_\_\_\_\_
9. What type of business do you own? \_\_\_\_\_
10. How many employees does your business currently have?  
\_\_\_\_\_
- 10b. How many are employed full-time? \_\_\_\_\_
- 10c. How many are employed part-time? \_\_\_\_\_
- 10d. How many employees reside on the North Side? \_\_\_\_\_
11. How many years have you been operating on the North Side?
12. Does the owner of the business reside in the North Side of Syracuse?  
Yes                      No                      Don't Know
13. Does the owner of the business also own the building?  
Yes                      No                      Don't Know
- 13b. If no, who does? \_\_\_\_\_



14. Are you a member of a trade or business association?

Yes

No

Maybe

Don't Know

14b. If yes, what is its name? \_\_\_\_\_

14c. If you could join a North Side business association, how much would you be willing to pay for annual dues? \$ \_\_\_\_\_

15. Prior to today, how aware were you of Syracuse's Empowerment/Empire Program?

Not at all

Somewhat

Aware

Don't Know

15b. If aware, how did you obtain this information?

16. Did you know that your business is located in an Empowerment/Empire Zone?

Yes

No

Maybe

17. Is your business currently enrolled in the Empowerment/Empire Program?

Yes

No

Don't Know

**If yes, please skip to question # 25 in the Current Benefit Recipients Section.**

**If no continue on to question # 18.**

---

**\*Please fill out this section if you currently DO NOT receive Empire/Empowerment Zone Benefits**

18. Would you be interested in learning more about the Empowerment/Empire Zone Program?

Yes

No

Don't Know

19. Would you be interested in taking advantage of Empowerment/Empire Zone benefits?

Yes

No

Don't Know

20. Have you looked into the application process for the Empowerment/Empire Program?

Yes

No

Don't Know

21. Have you ever attempted to enroll your business in the Empowerment/Empire Program?

Yes

No

Don't Know

22. If assistance for completing the application process was available, would you take advantage of this resource?

Yes

No

Don't Know

23. Would you be interested in attending free workshops and seminars to learn how to benefit from the Empowerment/Empire Zone Program?

Yes                      No                      Don't Know

24. Would you be interested in attending free business information tax workshops?

Yes                      No                      Don't Know

-----END-----

**Current Benefit Recipients**

\*Please only fill out this section if you currently receive Empire/Empowerment Zone benefits

25. How did you first hear about the program?

City of Syracuse    State Government    Internet    Business Associations    Other  
Businesses    Other \_\_\_\_\_

26. How difficult did you find the application process to be?

Very Easy                      Easy                      Unsure                      Difficult                      Very Difficult

27. How many times did you have to go through the application process before your business was Empowerment/Empire certified?

1                      2                      3                      4                      5+

28. Did you fill out the application on your own?

Yes                      No                      Don't Know

28b. If not, who helped you? \_\_\_\_\_

29. How long did the application process take (from when you started applying for the program until your business received its first benefit)?

\_\_\_\_\_

30. What do you think has been the greatest benefit of being a participant in the Empowerment/Empire Business Program?

\_\_\_\_\_

31. Would you recommend the Empowerment/Empire program to others?

Yes                      No                      Don't Know

31b. Why or why not?

---

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**-END SURVEY-**

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## Appendix III: Information Memorandum for Survey

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### Memorandum

To: Northside Business Owner

From: The Franciscan Collaborative Ministries, the Northside Collaboratory, the Greater Salina Business Association, and the Community Benchmarks Program at Syracuse University

Dear Northside Business Owner,

We are a group of Syracuse University students commissioned by The Franciscan Collaborative Ministries, The Northside Collaboratory, The Greater Salina Business Association, and the Community Link Program at Syracuse University to conduct a study regarding your awareness of the Empire and Empowerment Zone benefits you are eligible for. These benefits could ultimately save you a considerable amount of money in tax breaks if taken advantage of.

This study will ultimately help us understand how aware the community is of these benefits and also allow us to begin networking so we can work together as a community to begin taking advantage of these tax breaks.

Please find attached to this letter a flier that further explains the benefits and a brief survey. Please take the time over the next day or so to fill out this survey, we will be back to pick it up on \_\_\_\_\_. Completion of this study will ensure you an invitation to a workshop conducted by the Franciscan Collaborative Ministries that will help you apply for and capitalize on these benefits. Your cooperation is not only critical to the success of this study but also greatly appreciated.

Thank you for your time and consideration,

Sincerely,

Matthew Butler  
Michael Grzelak  
Amber McCoy  
Brent Perry  
Preston Reeves

Representing:  
The Franciscan Collaborative Ministries  
The Northside Collaboratory  
The Greater Salina Business Association  
The Community Benchmark at Syracuse University

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## **Appendix IV: Empire/Empowerment Flyer for Survey**

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Are you aware of Syracuse's

# **Empire and Empowerment Programs?**

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If not, you and your business could be missing out on  
your share of \$17 billion!

### Program Overview

The U.S. Department of Housing and Urban Development in collaboration with the federal government and the state of New York has set aside a budget of \$17 billion in an effort to promote job growth, increase economic opportunity, and encourage investment in designated communities. The Empowerment Program is funded by the U.S. Government and currently includes 30 Empowerment Zones. The Empire Program is funded directly by the New York State government and is considered to be “the most powerful economic tool in NYS.” Companies operating in Syracuse are eligible to apply for both Federal (Empowerment) and State (Empire) Zone benefits. The monetary incentives from these programs can be used to help your business expand and become more profitable.

### Benefits

Qualified businesses are eligible to receive the following incentives:

- Significantly reduced or eliminated business taxes
- Credits to business for real estate taxes paid
- Sales tax exemption for all goods and services used by the certified business
- Wage tax credits for new employees
- Investment Tax Credits for production companies and/or manufacturers that acquire, construct, re-construct, or erect property

### Requirements:

In order to have your business qualify for the program you must:

- Conduct, or plan to conduct business from an address in the Zone
- Be able to project new employment and/or capital investment at the Zone location
- Complete and submit an application

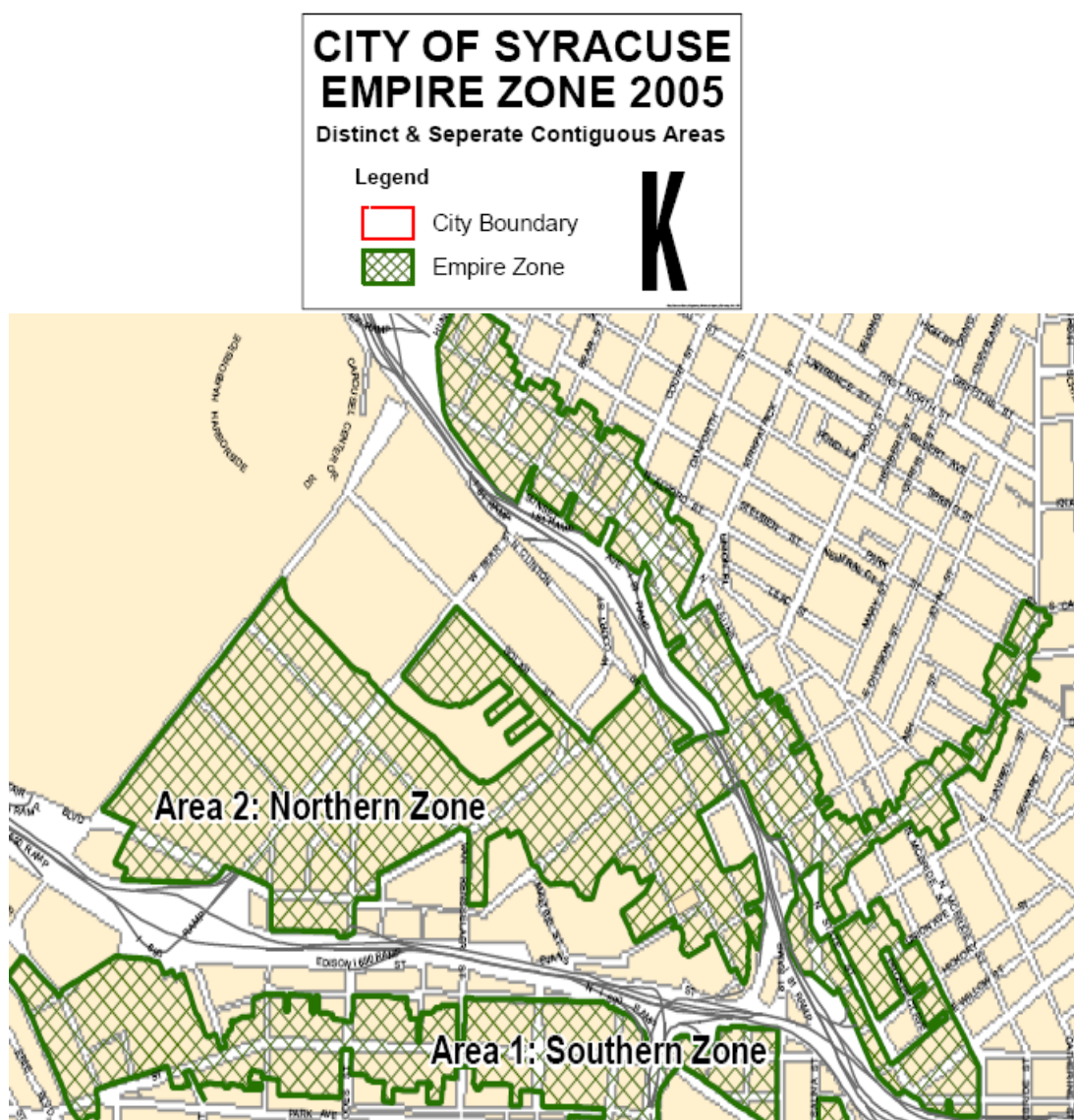
## Interested?

For more information on how to help your business profit and grow, visit the city website at [www.syracuse.ny.us/empireZone.asp](http://www.syracuse.ny.us/empireZone.asp) or call the Syracuse Empire Zone coordinator at (315) 448-8028.

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## Appendix V: Syracuse Empire Zone Map

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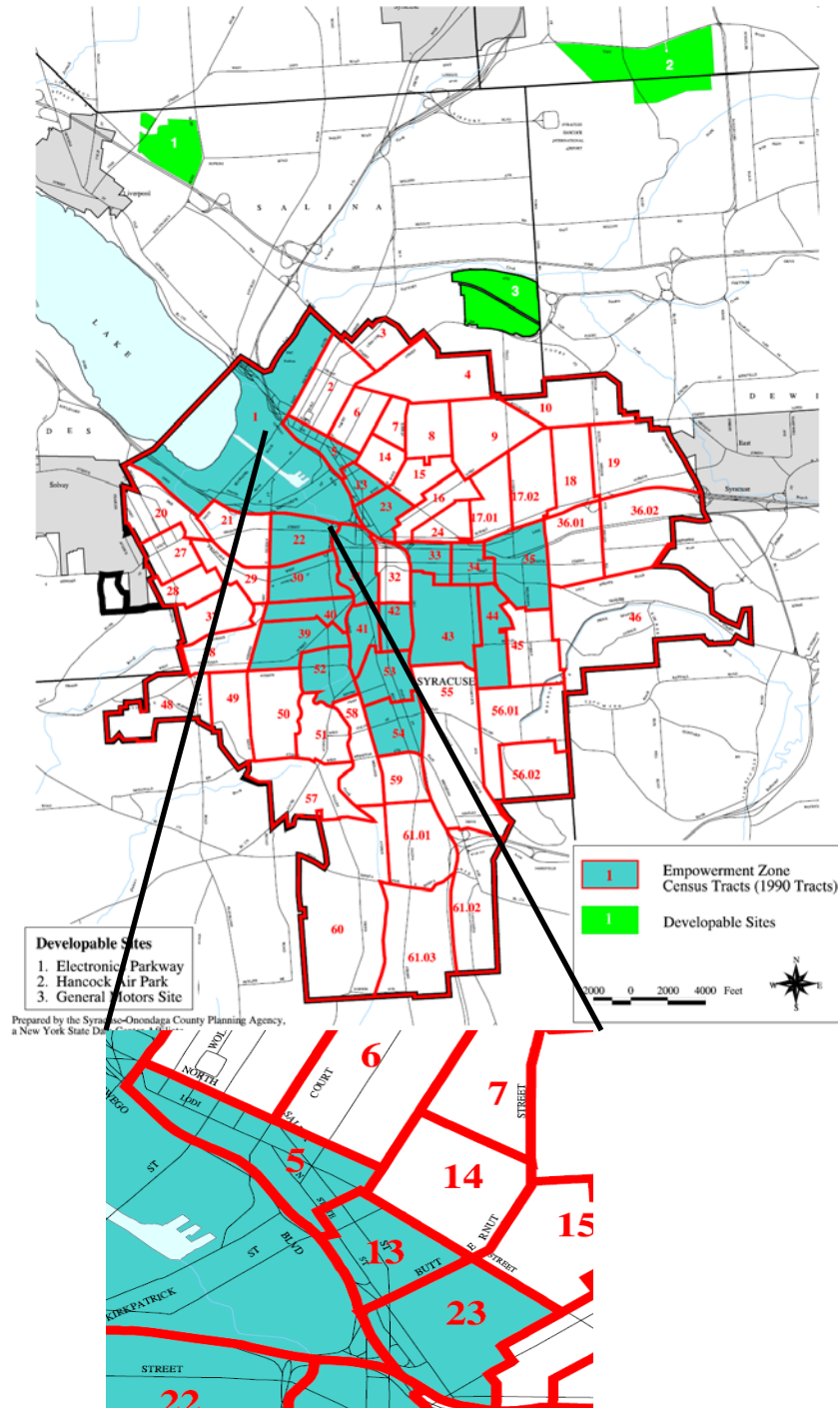
**Area 2: Northern Empire Zone Includes:**

1. Butternut Street
2. Catawba Street
3. Lemoyne Avenue
4. Lodi Street
5. North Salina Street
6. North State Street
7. Union Place
8. Wolf Street

*Source: Greater Syracuse Economic Growth Council Resource Center*

## Appendix VI: Syracuse Empowerment Zone Map

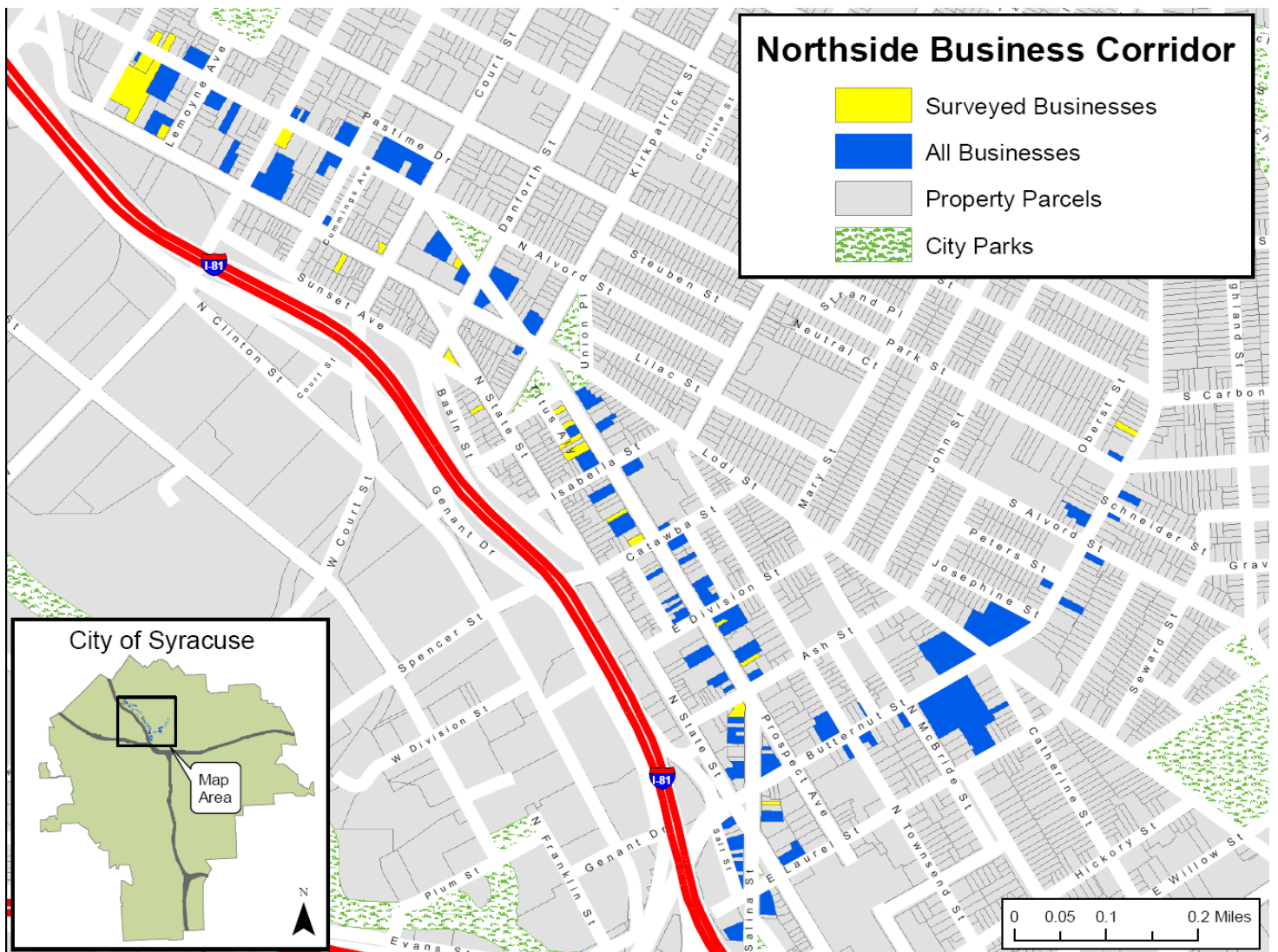
### City of Syracuse and Onondaga County Empowerment Zone and Developable Sites



Source: Greater Syracuse Economic Growth Council Resource Center



## Appendix VII: Northside Business Corridor



*Source: Made by the Syracuse University Community Geographer for the Northside Empire/Empowerment Business Assessment.*

**Comment:** This map represents the location of each business within the Northside Business Directory (labeled in blue). From these businesses the map also shows which businesses completed the Empire and Empowerment survey (labeled in yellow).

## Appendix VIII: Surveyed Respondents

Surveyed Respondents							
BUSINESS	ADDRESS	OWNER	MANAGER	TELEPHONE	FAX	WEBSITE	EMAIL
Robert Kawa CPA, PC	614 N. Salina	Robert Kawa		426-1541	426-1542		rwkcpa@verizon.net
Alteration Center	827 N. Salina	Gerarda Scoderi	Gerarda Scoderi	475-1668			
Frankie's Piccolo Bistro, Inc	656 N. Salina Street	Robert D. & Rovert A. Matrone	Robert D. Matrone	479-8797 or 863-4098		www.frankiespiccolobistro.com	robert@frankiespiccolobistro.com
The Turning Pointe	747 N. Salina St	Jean O. Eahey		471-8440			
Joseph R. Bonacci DDS P.C.	P.O. Box 11170, Syracuse, NY, 13218	Dr. Joseph R. Bonacci	Amy Winter	422-1305	422-3133		
Holmes King Kallquist & Associates	572 N. Salina Street			476-8371	476-5420	hkkarchitects.com	bck@hkkarchitects.com
Blessings Barbershop & Hair Care	915 Butternut Street	Curtis E. Levy	Wendy Sullivan	479-0022			
Middle East Leather	478 N. Salina Street	Frank Westfall	Frank Westfall	472-7931			
Denise Octaviani	1223 N. Salina Street	Denise Octaviani	David Fielding	703-3263	703-2528		
C+M Products Inc	1209 N. Salina Street	Mike Mott	Mike Mott	471-3303			cmproducts@verizon.net
PA's Treasures	935 N. Salina Street	Robert Brownell		423-5121			
First Class Auto Inc.	1801 N. Salina Street	Emad Abdel	Sam Abdel and Charles G. Jones	422-1111	422-7141		firstclasscny@yahoo.com
Primerica	947 N. Salina Street	W. Bingham		422-6583			bwhittingg@aol.com

Surveyed Respondents							
BUSINESS	ADDRESS	OWNER	MANAGER	TELEPHONE	FAX	WEBSITE	EMAIL
Syracuse Antiques Exchange	1629 N. Salina Street	David Jenks		471-1841			
T&H 2000	1319 N. State Street	Myhanh Ngo	Tuan Nguyen				
Speach Family Candy Shoppe	2400 Lodi Street	Connie Speach		478-3100	478-4929		speachcandy@fastmail.fm
Designs By Michael	2413 Lodi Street	Michael Oran		471-2541			
Cerio's Auto and Cycle	1425 N. State Street	David P. Cerio	David P. Cerio	471-9718			
Internal Telecommunication Systems, Inc.	2700 Lodi Street	Gene Kershac		472-6611	472-6535	www.itstelephone.com	genek@itstelephone.com
Royal Automotive	1529 N. Salina Street	James Otts		474-8352	474-8352		
C+C Mini Mart	1431 N. Salina Street	Hasan Ayesh	Hasan Ayesh				
Fast Cash Pawn	921 N. Salina Street	Robert A. Brownwell		863-6581			
N. Salina Fashion Gear		Abed	Gary				
Stella's Diner	110 Wolf Street	Betty Stellaks	Betty Stellaks	425-0353	425-0172		
Chuck's Fire Equipement	1628 N. Salina Street	Julie Burtis	Karen Stoughtenger	422-3655	422-6310		cfefire@broadviewnet.net
Onondaga Flooring Inc.	1510 N. Salina Street	Lynn Perry	Scott Perry	471-2243	471-7026	www.onondogaflooring.com	lperry@cnyemail.com
Davco	102 Catawba Street	David Campbell	Linda Campbell	422-1100	422-1100		davco.performance@verizon.net
ABS Solute	911 N. Salina Street	Steve Copana		475-5930	475-6811		

## Appendix IX: Northside Business Directory

Northside Collaboratory Business Directory							
Business Name	Address	Phone	Purpose	Contact	Fax	Email	Website
A.S.A. Quality Collision & Repair	944 N. Salina	422-4700	Auto Repair	Ali			
A-1 Trophy Co.	523 N. Salina	471-7033	Plaques and Sport Awards	Roseanne Anthony	471-7077		
AAA Plumbing	809 Butternut	478-0587	Plumbing				
Aaron's	460 N. Salina	487-3904	Electronic/Mercandise	Jerry Wojick			
ABC Auto Parts	2424 Lodi St.	474-0111	Auto Sales and Radiator Service				
Abed LLC	344 N. Salina	476-1113	Clothing	Sharef Zahran			
ABS Solute Health & Fitness	911 N. Salina	475-5930	Gym, Workout Facility	Steve Copana	475-6811		
African and Caribbean Central Market	740 N. Salina	473-1588	Side Market Store	Kofi Adu; Roselinda Abbey	476-2680		
AJ's Ice Cream Inc.	1100 N. Salina	475-7497	Ice Cream Parlor				www.auntjosies.com
Alpine	401 Butternut	474-6709	Adult Entertainment				
Alteration Center	827 N. Salina	475-1068	Sewing, Zipper Replacement, Measurements	Gerarda Scuderis			
Antiques	1408 N. Salina		Antiques Sales				
Anthony J. Palmisano T.V.	204 Union Place	422-7509	Television Repairs				

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Antonio's Ristorante	700 N. Salina	425-1946	Italian Restaurant				
Apiero Computers	720 N. Salina	424-1988	Computer Repair				
ASP: Syracuse Auto Electric	821 N. Salina	471-8272	Auto Repair				
Asti Café	411 N. Salina	478-1039	Café Restaurant				
Aunt Josie's	1110 N. Salina	471-9082	Restaurant				
Auto Hunter	2524 Lodi St.	424-8911	Used Cars and Repair Shop	Bill & Sammie Guindy			
B and T Auto Service	322 Butternut	422-3501	Auto Repair				
Barbieris Italian Diner	350 N. Salina	475-5209	Italian Restaurant				
Benjamin's La Cocina Cavern	722 Butternut		Restaurant				
Bennet's Fruit Baskets	2413 Lodi St.	471-2541	Fruit Baskets and Gifts	Steve & Carol Bennet			
Berry Scott Insurance	321 N. Salina	478-0040	Insurance		478-0086		
Biscotti Café & Pastry Shop	741 N. Salina	478-9583	Restaurant and Pastry Shop	Geoffrey & Deborah Camire	478-6152		www.biscotticafe.com
Blessings Barbershop & Hair Care	915 Butternut		Hair Salon	Curtis E. Levy			
C D's Canine Coiffures	927 N. Salina	471-6062	Pet Grooming				
C&C Mini Mart Inc.	1431 N. Salina	479-0618	Food Sales	Hasan Ayesb			
C&M Products Inc.	1209 N. Salina	471-3303	Trophies, Plaques, Nameplates	Mike Mott	471-4406	Cmproducts@verizon.net	

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
C.N.Y. Church Supplies	705 N. State	422-8197	Church Supplies				
Caffe D'Italian - Pastry Shop - Pizza	443 N Salina	471-1005	Italian Café/Pastry Shop				
Callabash Products Incorporated	401 N Salina	474-1412	Home Furnishings				
Carmen & JoAnn's Hair Salon	710 N. Salina	422-7336	Hair/Nails	Carmen & JoAnn			
Central Restaurant Supply Inc.	642 N. Salina	474-6848	Restaurant Supply		474-1737	informatio n@centralr estaurantsu pply.com	www.centralrestaurantsu pply.com
Cerio's Auto & Cycle	1425 N. State	471-9718	Auto Repair	David P. Cerio			
Chuck-It	843 N. Salina	423-5576	Haulers and Clearers	Thomas J. Calie			
Chuck's Fire Extinguishers	1628 N. Salina	422-3655	Fire Extinguishers Sales & Services	Julie Burtis	422-6310	cfefire@br oadviewne t.net	
Cities Leather & Luggage INC.	719 N. Salina	422-7994	Luggage Sales and Repair	James & Rebecca Guarasci	476-3503	CitiesLL@ aol.com	
Classic 315	1411 N. Salina	701-0348	Clothing Sales				
CMB Sportswear	476 N. Salina	428-9327	Sportswear Clothing Sales	Harrison Jusue			
CNY Clothing, Inc.	739 Butternut	299-5363	Clothing Sales	Ali			
Coastal Gas Station/ Wilson Farms	1120 N. Salina	422-3010	Gas Station/ Convenience Store				

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Colbert/Ball Tax Service	622 N. Salina		Certified Public Accountant	Robert Kawa	426-1542	Rwkcpa@verizon.net	
Cooney Air Conditioning & Heating	2516 Lodi St.	437-7194	Air & Heating Units	Scott Terrell			
Creative Concepts Painting	790 Butternut	472-5489	Graphic Designs/Promotional Products/Advertising	Jay Hill			
Cuttin' Up	626 N. Salina	425-1008	Hair Salon				
Davco Performance Automotive	102 Catawba Street	422-1100	Auto Repair	David M. Campbell		Davco.performance@verizon.net	
David Stanton - Attorney at Law	543 N Salina	478-1411	Personal Injury, Criminal, Family, Bankruptcy, Matrimonial				
Defiance Tattoo and Body Piercing	826 Butternut	472-7546	Tattoo	Jim Lawson		www.defiancetattoo.com	
Denise Octaviani Dentistry	1223 N. Salina	703-3263	Dentistry	Denise Octaviani	703-2528		
Designs by Michael	2413 Lodi St.	471-2541	Florist	Michael Oram			
Di Scenna Travel Service	415 N. Salina	478-3115	Travel Agency		478-3120	discenna@dreamscape.com	
Dick's Collision	931 N. Salina	422-8681	Auto Repairs				

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Divine Images	1432 N. Salina	863-7004	Airbrushing & Customizations	Will		divineartist1@yahoo.com	
Dobricki Insurance Agency	466 N. Salina	422-1341	Insurance				
Dollar Tree	601 Butternut	471-5740	Discount Store				
Eden Salon	553 N. Salina	575-8195	Hair and Nails				
Excel Aluminum Product, INC.	563 N. Salina	471-0925	Glass and Screen Repair; Storm Windows, Vinyl Repair	Frank & Ray Tafel			
EXL Hair and Nails	602 N. Salina	423-3322	Hair and Nails				
Express Filing Service	614 N. Salina	424-1040	Tax Preparation/Filing				
Family Dollar	500 Butternut	472-9260	Discount Store				www.familydollar.com
Family Food Market	814 Butternut	474-0721	Corner Store/Grocery	Abdul Zokari (Owner)			
Fantasy Nights	1201 N. Salina	423-9611	Adult Entertainment				
Fast Cash Pawn	925 N. Salina	863-6581	Speakers and Electronics	Robert Brownell			
First Class Auto, Inc.	1801 N. Salina	422-1111	Car Repairs	Eli Abdell	422-7141	Firstclasscny@yahoo.com	
Fish-n-Stuff	2704 Lodi St.	475-7585	Pet Store	Daisy/Debbie			
Forsythe Auto Parts	210 A Lemoyne Ave.	474-7553	Auto Parts	Fred Forsythe			



**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Francesca's Cucina - Italian Kitchen	545 N Salina	425-1556	Italian Restaurant	Robert D. Matrone		Robert@frankiespiccolobistro.com	www.frankiespiccolobistro.com
Frankie's Piccolo Bistro, Inc.	656 N. Salina	479-8797	Italian Restaurant				
Franklin Restaurant	605 N. Salina	471-9069	Restaurant/Grill	Pete, Joe, Joanne Corasaniti			
Frasier-Shepardson Funeral Home Inc.	1217 N. Salina	471-2349	Funeral Arrangements				
Freaks and Geeks Tattoo Art Studio	323 N. Salina	478-1451	Tattoo Parlor	Jason Sweet		myspace.com/hopsing22	www.freaksandgeekstattoo.com
Gabriel Auto Parts	210 Lemoyne Ave.	478-3181	Auto Parts				
Gigi's Little Italy Salon	613 N. Salina	474-4447	Hair Salon	Gina Scaffido			
H.C. Bainbridge, INC.	718 N. Salina	475-5313	Flags, Pennants, Banners, Badges, Buttons, and Ribbons	Lynn & Marilyn Sweetland	475-5469		
Hard Luck Tattoo	1105 N. Salina	409-8373	Tattoo & Piercing Parlor				
Holmes, King, Kallghist & Associates, Architects	575 N Salina	476-8371	Architects	Bruce C. King	476-5420	bck@hkkarchitects.com	www.hkkarchitects.com
HR Block	515 N Salina	463-0521	Finance Service				
HSBC	500 N. Salina		Bank/Financial Service				www.hsbc.com

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
I.T.S. Inc. Voice &Data Solutions	2700 Lodi St.	472-6611	Telephone Systems and Services		472-6535	genek@its telephone. com	www.itstelephone.com
International Barbershop and Clothing Boutique	517 N. Salina	428-8810	Wigs and Unisex Hair Products				
Jerome's Detailing	845 N. Salina		Auto Detailing				
Jimmy's Saloon	711 N. Salina		Bar				
John Berardi Modern Custom Tailoring	712 N. Salina	422-7494	Tailor	John Berardi			
Joseph R. Bonacci, D.D.S., P.C.	801 N. Salina	422-1305	Medical: Private Practice	Joseph R. Bonacci	422-3133		
Keegan-Osbelt Knight Funeral Home Inc.	900 N. Salina	422-2534	Funeral Arrangements				
Kessler Plumbing Inc.	2608 Lodi St.	422-8715	Plumbing				
L.V. Café Sport	941 N. Salina		Bar				
La Cuisine Restaurant	435 N. Salina	435-3860	Restaurant				
Land of Oz Preservation Company	415 N. Salina	278-7029	Cultural Society			discenna@ dreamscape.com	
Laos Market	317 Butternut		Food Market				
Lazybones Laundry & Storage	758 N. Salina	426-9523	Laundromat				
Lee's A Place	449 N. Salina	479-5337	Chinese Food Restaurant				
Lewis Uniform Co.	325 Butternut	471-4616	Uniform Supply	Betty Wiese		info@lewi suniform. com	www.lewisuniform.com
Liverpool Associates Insurance	701 N. Salina	478-1486	Insurance				
Lookers Showclub	1400 N. Salina	422-5665	Adult Entertainment				www.lookers.com

### Northside Collaboratory Business Directory

Business Name	Address	Phone	Purpose	Contact	Fax	Email	Website
Match 20 Boutique	1109 N. Salina	410-1278	Clothing Sales	Tamara Cook			
Mezzanotte Café and Lounge	658 N. Salina	478-7001	Elegant Restaurant				
MG Architects	617 N. Salina	423-3707	Architects	Michael J. Geraghty	423-3711	MICHAEL@MGARCHITECTS.NET	
MG DCK Design	617 N. Salina	423-3868	Design	Michael J. Geraghty	423-3711	MICHAEL@DCKDESIGN.NET	
Michael's Genuine Fresh Italian Products	537 N. Salina		Food				
Middle Earth Leather	478 N. Salina	472-7931	Leather Goods	Frank Westfall			
Midstate Auto	1515 N. Salina	428-9821	Towing				
My Agency of CNY Inc.	350 N. Salina	422-2203	Insurance				
Nation Wide Insurance	829 N. Salina	422-5100	Insurance				
Night Lights	1637 N. Salina	478-4409	Adult Entertainment				
North Salina Car Wash	1600 N. Salina	475-1610	Car Wash				
North Salina Cigar Store	851 N. Salina	475-3988	Cigar Store	Jay Dave			
Salina Fashion Gear	1436 N. Salina	701-2668	Clothing Sales	Abed			
OC'S Sport Bar	317 N Salina	435-2453	Bar & Grill				
Onondaga Flooring Inc.	1510 N. Salina	471-2243	Carpet & Floors Sales	Lynn Perry	471-7026	LPerry@cnymail.com	www.onondagacarpets.com

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Onondaga Laminates	815 N. Salina	422-9398	Self-Edge and Post-Form Countertops	Jon Kreighbaum	472-3942		
Onondaga Public Library	763 Butternut	435-3519	Library				
Open Hand Theater International Mask & Puppet Museum	518 N. Salina	476-0466	Museum and Theater	Geoffrey Navias	472-2578	geoff@openhandtheater.org	www.openhandtheater.org
Page North Wireless	602 N. State	473-6191	Electronic/Merchandise				
Pa's New & Used Treasures	935 N. Salina	423-5121	Home Furnishings and Antique Sales	Robert Brownell			
Pastime Athletic Club	1314 N. Salina	471-7929	Sports Club				
Paul's Cars	221 Lemoyne Ave.		Auto Sales				
Pavia's Market	854 N. Salina	422-7961	Convenience Store				
Pavone's Pizza	500 Butternut	479-0606	Pizza Restaurant				
PIB Investigations	616 N. Salina	474-7773	Private Investigator				
Primerica	947 N. Salina	422-6583	Insurance/Investments	W. Bingham		Bwhittingg@aol.com	
Professional African Hair Braiding	600 N. Salina	479-3038	Hair Salon				
QES, Inc (Churchill Environment, Inc): Environmental and Safety Training	639 N. Salina	428-1959	Environmental Training and Consulting	Ronald J. Churchill	428-0432	ronqc@cnymail.com	www.qeschurchill.com
Radio Europe Electronics	528 N. Salina	426-0298	Electronic/Merchandise				

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Red Light Lounge	425 N. Salina	425-7333	Adult Entertainment				
Regina Western Union	2209 Lodi	423-5580	Financial Services				
Rent-a-Center	507 N Salina	478-9999	Electronic/Mercandise		479-0503		www.rentacenter.com
Rent-a-Center	602 N. State	475-4906	Electronic/Mercandise				
Rite Aid	519 Butternut	471-1204	Pharmacy				
Robert W. Kawa, C.P.A., P.C.	614 N. Salina	426-1541	Accounting	Robert Kawa	426-1542	rwkcpa@verizon.net	
Rocky's News Magazines - 24 Hours	447 N Salina	422-1997	Newspaper/Magazine/Convenience Store	Mike Glynn and Tony Lanza fame	422-1499		www.rockyscigars.com
Royal Automotive	1525 N. Salina	474-8352	Auto Repair		474-8352		
Salina Heating & Air Conditioning	620 N. Salina	422-6221	Heating and Air Conditioning	Aldo Bonacchi	422-6228		
Salina Liquor Store	1428 N. Salina	422-8440	Liquor Store				
Seven Fifty Four	754 N. Salina	425-0754	Barber Shop	Suntrana T. Allen; Seth Bradford		Traneseoo@yahoo.com	
Shaughnessy Agency Inc.	847 N. Salina	475-6116	General Insurance	Frank J. Shaughnessy	476-3317		
Sheer Delight Unisex Salon	1611 N. Salina	422-8261	Hair Salon				

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Speach Family Candy Shoppe	2400 Lodi St.	478-3100	Gift Shop	Connie Speach	478-4929	speachcandy@fastmail.fm	
Spring Chinese Food	500 Butternut	428-2222	Chinese Food Restaurant				
Stella's Diner	110 Wolf St.	425-0353	Restaurant	Mary Stellakis	425-0172		
Subway	500 Butternut	425-0600	Sandwich Shop				
Supreme Soundz	1409 N. Salina	701-0348	Stereo Equipment	Erskine Dodson			
Syracuse Antiques Exchange	1629 N. Salina	471-1841	Antiques Sales	David Jenks			
Syracuse Motor Car	1626 N. Salina	472-3709	Auto Sales and Service				
Syracuse Tuners	619 N. Salina		Gym				
T&H 2000 Unisex Hair Salon	1319 N. State	478-3817	Hair Salon	Myhanh Ngo			
The Body Shop & Paint	1801 1/2 N. Salina	471-5555	Car Repairs	Richard Madonie			
The Catholic Shop	707 N. State	422-8197	Church Supplies				
The Italian Chef	400 Butternut	470-1111	Italian Restaurant				
The King of Wings	407 Butternut	470-1111	Wing Restaurant				
TJC's Restaurant	717 N. Salina	478-9087	Restaurant	Thomas Constantine			
Today's Rentals	466 N. Salina	234-4663	Electronic/Merchandise				
Tommy's Park	901 Butternut	471-9620	Recreation				
Tresa's Eden Salon	553 N. Salina	575-8195	Hair Designer and Salon	Tresa Striffler			www.tresasedensalon.com

**Northside Collaboratory Business Directory**

<b>Business Name</b>	<b>Address</b>	<b>Phone</b>	<b>Purpose</b>	<b>Contact</b>	<b>Fax</b>	<b>Email</b>	<b>Website</b>
Tuning Pointe	747 N. Salina	471-8440	Dance Shoes, Body wear, Leg wear, Dance Gear				
Valero Petrostation/Foodmart	1131 N. Salina	471-7422	Gas and Food	Lou Cannata			
Viet My	420 Butternut	477-1531	Ethnic Food Market				
Vinnie's Automotive	901 N. Salina	475-7717	Auto Sales				
Watch Dog Spy Equipment	723 N. Salina	424-3733	Security				
White Dance Tea Room	745 N. Salina	474-1126	Wedding Cake/Reception Specialist				
Xpress Merchandise	823 N. Salina	516-0940	Automotive Merchandise/Le ather Goods				

## Appendix X: Codebook

<b>Codebook for Empire and Empowerment Zones Business Survey</b>				
<b>Q. No.</b>	<b>Variable Name</b>	<b>Operational Definition</b>	<b>Coding</b>	<b>Column</b>
1	BUSINESS	Business Name	Open	A
2	ADDRESS	Business Address	Open	B
3	OWNER	Business Owner	Open	C
4	MANAGER	Business Manager	Open	D
5	TELEPHONE	Business Telephone	Open	E
6	FAX	Business Fax	Open	F
7	WEBSITE	Business Website	Open	G
8	EMAIL	Business Email	Open	H
9	TYPE	What type of business do you own?	1=Medical Practice 2=Auto Repair 3=Restaurant 4=Financial Services 5=Retail 6=Hair/Beauty Salons 7=Other	I
10	TOTAL	How many employees does your business currently have?	1=2 or fewer 2=3-4 3=5 or more	J
10b	FULL	How many are employed full-time?	1=2 or fewer 2=3-4 3=5 or more	K
10c	PART	How many are employed part-time?	1=2 or fewer 2=3-4 3=5 or more	L
10d	LOCAL	How many employees reside on the North Side?	1=2 or fewer 2=3-4 3=5 or more	M



<b>Codebook for Empire and Empowerment Zones Business Survey</b>				
<b>Q. No.</b>	<b>Variable Name</b>	<b>Operational Definition</b>	<b>Coding</b>	<b>Column</b>
11	YEAR	How many years have you been operating on the North Side?	1= <1-8 2= 9-16 3= 17-24 4= 25-32 5= 33-40 6=41+	N
12	LOCAL_OWNER	Does the owner of the business reside in the North Side of Syracuse?	1=Yes 2=No 0=Don't Know	O
13	BUIDLING	Does the owner of the business also own the building?	1=Yes 2=No 0=Don't Know	P
13b	OWN_BUILDING	If not, who does?	Open	Q
14	MEMBER	Are you a member of a trade or business association?	1=Yes 2=No 0=Don't Know	R
14b	TRADE_ASSOC	If yes, what is its name?	Open	S
14c	DUES	If you could join a North Side business association, how much would you be willing to pay for annual dues?	1=\$0 - \$50 2=\$51-\$100 3=\$101-\$150 4=\$151+	T
15	HOW_AWARE	Prior to today, how aware were you of Syracuse's Empowerment/Empire Program?	1=Not at all 2=Somewhat 3=Aware 0= Don't Know	U
15b	IF_AWARE	If yes, how did you obtain this information?	Open	V
16	LOCATION	Did you know that your business is located in an Empowerment/Empire Zone?	1=Yes 2=No 3=Maybe	W
17	RECIPIENT	Is your business currently enrolled in the Empowerment/Empire Zone?	1=Yes 2=No 0=Don't Know	X
18	INFO	Would you be interested in learning more about the Empowerment/Empire Zone Program?	1=Yes 2=No 0=Don't Know	Y

<b>Codebook for Empire and Empowerment Zones Business Survey</b>				
<b>Q. No.</b>	<b>Variable Name</b>	<b>Operational Definition</b>	<b>Coding</b>	<b>Column</b>
19	BENEFITS	Would you be interested in taking advantage of Empowerment/Empire Zone benefits?	1=Yes 2=No 0=Don't Know	Z
20	APPLY	Have you looked into the application process for the Empowerment/Empire Program?	1=Yes 2=No 0=Don't Know	AA
21	ATTEMPT	Have you ever attempted to enroll your business in the Empowerment/Empire Program?	1=Yes 2=No 0=Don't Know	BB
22	ASSIST	If the assistance for completing the application process was available, would you take advantage of this resource?	1=Yes 2=No 0=Don't Know	CC
23	WORKSHOP	Would you be interested in attending free workshops and seminars to learn how to benefit from the Empowerment/Empire Zone Program?	1=Yes 2=No 0=Don't Know	DD
24	TAX	Would you be interested in attending free business tax workshops?	1=Yes 2=No 0=Don't Know	EE
25	INFORMED	How did you hear about first hear about the program?	1=City of Syracuse 2=State Government 3=Internet 4=Business Associations 5=Neighboring Businesses 6=Other	FF
26	DIFFICULTY	How difficult did you find the application process to be?	1=Very Easy 2=Easy 3=Unsure 4=Difficult Very 5=Difficult	GG
27	TIMES	How many times did you have to go through the application process before your business was Empowerment/Empire certified?	1=1 time 2=2 times 3=3 times 4=4 times 5=5+ times	HH

<b>Codebook for Empire and Empowerment Zones Business Survey</b>				
<b>Q. No.</b>	<b>Variable Name</b>	<b>Operational Definition</b>	<b>Coding</b>	<b>Column</b>
28	SELF	Did you fill out the application on your own?	1=Yes 2=No 0=Don't Know	II
28b	HELPED	If not, who helped you?	Open	JJ
29	LENGTH	How long did the application process take (from when you started applying for the program until your business received its first benefit)?	1= 1 - 6 months 2= 7 - 12 months	KK
30	GREATEST	What do you think has been the greatest benefit of being a participant in the Empowerment/Empire Business Program?	Open	LL
31	RECOMMEND	Would you recommend the Empowerment/Empire program to others?	1=Yes 2=No 0=Don't Know	
31b	WHY	Why or why not?	Open	MM
ALL			<b>99=No Response</b> <b>88=Not Applicable</b>	ALL

## Appendix XI: Data

TYPE	TOTAL	FULL	PART	LOCAL	YEAR	LOCAL OWNER	BUILDING	MEMBER	DUES	HOW_AWARE
4	3	2	1	1	4	2	1	1	3	3
7	1	1	1	1	4	1	1	2	1	2
3	3	2	1	1	1	1	1	1	1	2
5	1	1	1	1	4	2	1	2	1	2
1	3	3	2	1	6	2	1	0	1	3
7	3	3	1	1	3	2	1	1	1	3
6	3	2	1	3	1	1	2	2	99	2
5	1	1	1	1	2	1	1	0	99	2
1	2	1	1	1	1	1	1	2	1	3
5	2	2	99	1	5	2	1	2	99	3
5	1	99	99	99	1	2	2	2	4	1
2	1	1	1	1	1	2	2	2	99	2
4	99	99	99	99	99	2	0	1	1	1
5	1	1	3	1	2	2	1	0	99	99
6	1	99	3	99	2	1	1	2	99	0
5	1	1	1	1	2	2	1	0	99	3
5	1	99	1	1	2	2	2	2	1	2
2	1	1	1	1	6	2	1	2	99	2
5	3	3	1	1	4	2	1	2	99	3
2	99	99	99	99	99	99	99	99	99	99
5	1	1	99	99	2	2	1	2	99	1
2	1	1	1	1	1	2	2	2	99	1
5	1	1	1	1	1	2	1	0	99	2
3	3	3	3	2	2	2	1	1	1	3
5	2	2	1	1	4	2	2	1	2	0
5	3	3	1	1	5	2	1	1	99	3
2	1	1	1	1	1	2	1	1	3	1
7	1	1	1	1	1	1	1	2	1	2

LOCATION	RECIPIENT	INFO	BENEFITS	APPLY	ATTEMPT	ASSIST	WORKSHOP	TAX
1	2	1	1	1	2	1	1	1
1	2	1	1	2	2	1	1	1
1	2	1	1	2	2	1	1	1
3	2	1	1	2	2	0	2	2
1	1	88	88	88	88	88	88	88
1	1	88	88	88	88	88	88	88
1	2	1	1	2	2	1	1	1
2	2	1	1	2	2	1	1	1
1	2	1	1	1	1	1	1	1
1	2	2	2	1	1	2	2	2
2	1	1	2	2	2	1	1	1
2	0	1	1	2	2	0	1	1
2	99	1	1	2	2	1	1	1
1	0	2	0	0	0	2	2	2
2	2	0	0	2	2	1	1	1
1	2	1	1	2	0	1	1	1
1	2	0	0	2	2	0	0	0
1	2	1	1	2	2	1	1	1
1	2	1	1	2	1	1	1	1
99	99	99	99	99	99	99	99	99
1	1	1	1	99	1	1	1	1
2	2	1	1	2	2	1	0	0
2	0	0	0	2	0	0	2	2
1	1	88	88	88	88	88	88	88
2	2	1	1	2	2	1	1	1
1	2	1	1	2	2	1	1	0
1	1	1	0	1	2	1	0	0
1	0	1	1	2	2	1	1	1



## Appendix XII: Open Ended Responses and Frequencies

Question: What type of business do you own (TYPE)? (n=28)

Category	Frequency	Response
Medical Practice	2	Dental Practice Family Practice
Auto Repair	5	Auto and Motorcycle Repair Automotive Repairs Auto Sales Car Auto Automotive Repair
Restaurant	2	Restaurant Restaurant/Catering
Financial Services	2	Accounting Firm Financial Services
Retail	12	Antiques Clothing Business Convenience Store Dance Supply Boutique Fire Extinguisher Inspection, Sales + Service Floor Covering Florist Leather Shop/Leather Repair Retail and Manufacturing Sell, Install, Service Telecommunications Equipment Signs & Awards/Retail Used Merchandise
Hair/Beauty Salons	2	Beauty/Hair Salon Hair Salon
Other	3	Architectural Firm Tailoring Gym and Workout Facility

Question: Does the owner of business own the building?  
If not who does (OWN\_BUILDING)?( n=4)

Frequency	Response
1	Dick's Col.
1	Fred Raynor
1	Nick Angarano
1	Bill Richards

Question: Are you a member of a trade or business association?  
 If yes, what is its name (TRADE\_ASSOC)? (n=5)

<b>Frequency</b>	<b>Response</b>
2	North Salina Business Association
1	AICPA
1	NYSSCPA
2	Chamber of Commerce
1	New York State Restaurant
1	Tavern Association
1	NFPA

Question: Prior to today, how aware were you of Syracuse's Empowerment/Empire Program?  
 If yes, how did you obtain this information (IF\_AWARE)? (n=7)

<b>Frequency</b>	<b>Response</b>
1	Patient
1	Accountant
2	News
1	Syracuse and Onondaga County
1	Syracuse Empire Zone Office/Economic Development
1	State Advertisement